

Appendix C:

Tourism Advisory Council (TAC)

Actions

Tourism and Recreation Goals and Actions

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

Actions Identify Steps to Achieve Goals

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which the Tourism Advisory Council (TAC) is responsible to implement and/or report.

Descriptions of the actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC , State & Local Government (policy makers)
RED	Tourism Regions & CVBs
GREEN	State & Federal agencies (other than Travel Montana)
GRAY	Business and business associations (Chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading)

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

Action 1.3: Work collaboratively with other tourism marketing partners to plan and implement priority marketing efforts.

Montana has limited public and private resources for tourism marketing compared to other destinations. By partners working together to plan strategically and leverage resources, Montana can maximize its effectiveness.

1.3.a. Host an annual Marketing Plan meeting between Travel Montana, regions, CVBs, Tourism Advisory Council, MTTA, and other state/federal agencies involved in tourism and recreation, to coordinate the marketing planning process. Schedule the meeting in January or February prior to the region/CVB Marketing Plan deadlines. Highlight successful programs. Discuss and identify priority target markets, state marketing strategies to reach each market, and ways to coordinate and leverage state and local marketing efforts. Discuss the relationship between tourism marketing and public land/facility management capacity, and how results of marketing strategies will be measured by all partners.

Priority: High

Responsibility: TM, TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA

Measurable Objectives:

- Achieve at least 80% participation from representatives of regions, CVBs, TAC, MTTA, and state and federal agencies.
- Develop successful outcomes as measured by participant evaluations.

Responsibility to track/report: Travel Montana

Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.

Action 2.4: Address ongoing and emerging tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.

Some ongoing and emerging issues related to tourism and recreation in Montana require decisions or rule changes by state and/or federal policy-makers (see Chapter 4, pages 42-46). These issues are multi-jurisdictional and complex, so they cannot be addressed easily by a single agency or group, yet they consistently appear as priority issues in surveys of Montanans. Many of the issues are common to other western states, and are the subject of lobbying and advocacy efforts by the Western States Tourism Policy Council (WSTPC, www.dced.state.ak.us/wstpc).

Priority: Medium

Responsibility: TAC, MTRI, TM, WSTPC, SG, TIAM, MEDA

Measurable Objectives:

- Prioritize issues and identify potential inter-agency policy actions annually.
- Address priority issues and report annually to tourism and recreation industry partners.

Responsibility to track/report: TAC, MTRI

Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.

Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.a. Encourage all Montana CVBs to join either the Destination Marketing Association International (DMAI), or the Western Association of Convention & Visitors Bureaus (WACVB) to implement their standards, procedures, and performance reporting, and pursue staff certification and CVB accreditation. Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets. Provide training for CVB Board members using materials from either organization, and/or the Montana Nonprofit Association (MNA).

Priority: High

Responsibility: CVB, TAC

Measurable Objectives:

- Invite WACVB and/or DMAI representatives to give presentations at the Governor's Conference on Tourism and/or TAC meetings.
- Highlight CVB successes at Governor's Conference on Tourism.
- By 2009, all eleven CVBs are members of WACVB or DMAI, incorporating standards and booking targets.
- By 2010, staff members from all eleven CVBs attend at least one WACVB or DMAI training annually.
- By 2010, board members of CVBs receive formal orientation, a board member handbook, and annual training.
- By 2012, at least three Montana CVBs are working toward or have achieved CVB accreditation.

Responsibility to track/report: CVBs, Travel Montana

6.1.d. Enhance the Montana Superhost program with advanced training, locally-customized information, and new delivery methods (DVD, interactive video, etc.). Develop advanced Montana Superhost training in communication skills, conflict resolution, team-building and supervisory skills. Coordinate host training with state/federal agencies, and incorporate information from the National Association of Interpretation to improve interpretive/story-telling and hosting skills.

Priority: Medium

Responsibility: UNIV, TM, TAC, BIZ, MTRI

Measurable Objectives:

- Increase participation in Superhost trainings through increased marketing, promotion, outreach, and offering new curriculum beginning in 2008.
- Research and assess new delivery methods and advanced skills training, and determine feasibility in 2009.
- Identify priorities for implementation, and begin implementation by 2010.

Responsibility to track/report: Superhost, Travel Montana

Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.

6.2.d. Adjust Montana school calendars to facilitate tourism and recreation industry seasonal workforce needs. Peak tourism months in Montana are July through September; however, university calendars are structured to end classes in May, and resume in August. Consequently, many tourism businesses and agencies hire out-of-state or foreign workers for seasonal jobs, rather than employing Montanans, because they cannot afford to lose their workforce in the middle of peak season. Adjust Montana's academic calendars so students can work a full tourism/fire season, and so more businesses can hire Montanans.

Priority: High

Responsibility: TAC, MT Board of Regents/Board of Education

Measurable Objectives:

- Enact policy change by Board of Regents and State Board of Education by the 2010-2011 school year.

Responsibility to track/report: TAC

Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.

Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.c. Support City/County planning and growth policies that preserve the unique character of Montana, and minimize urban sprawl. Consistent with the principles of geotourism, encourage local officials to use planning and development tools that will enhance quality of life, as well as preserve community heritage. Form alliances of communities, tribes, agencies, private citizens, businesses, and private/nonprofit groups for cooperative funding and strategic planning.

Priority: High

Responsibility: LG, TRB, EDO, CC, BIZ

Measurable Objectives:

- Secure the support of at least ten counties and fifteen cities annually to adopt the Montana Tourism Charter, so that a total of 50 counties and 75 cities have adopted the Charter by 2012.

Responsibility to track/report: TAC, Chambers of Commerce

8.1.d. Continue the Tourism Infrastructure Improvement Program (TIIP) grants and the Special Event Grant Program (SEGP) to improve community tourism and recreation-related infrastructure and economic development through the creation of new, ongoing festivals and events. Conduct research and monitoring to determine return on investment from grant investments and cost/benefit information about events for communities and sponsors. Encourage Main Street communities to apply for TIIP and SEGP funds. Highlight grant successes at TAC meetings and the annual Governor’s Conference on Tourism.

Priority: High

Responsibility: TM, TAC, LG, UNIV

Measurable Objectives:

- Evaluate/award grants based on the goals of the Strategic Plan.

Responsibility to track/report: Travel Montana

Goal 9: Increase funding to maintain sustainable tourism and recreation.

Action 9.1: Seek increases in state funding sources for targeted tourism marketing, and for tourism and recreation-related programs and facilities.

Support changes in state law to enhance funding for Travel Montana, tourism regions, CVBs, and historic, cultural, and tribal partners, in order to generate additional tourism and general tax revenue.

Priority: High

Responsibility: SG, TAC, REG, CVB, BIZ, TIAM, MEDA, NPO

Measurable Objectives:

- Enact changes in state funding during 2009 legislative session to support increased tourism marketing and development.

Responsibility to track/report: TIAM

Action 9.2: Foster opportunities to pool public and private marketing dollars.

Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.

Priority: High

Responsibility: REG, CVB, TM, TAC, CC, BIZ

Measurable Objectives:

- Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.
- Increase private sector funding pooled with public dollars by 10% annually.

Responsibility to track/report: Regions, CVBs, Travel Montana

Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

Action 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: Travel Montana

Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.b. Host an annual Strategic Plan discussion at the February Tourism Advisory Council meeting. Schedule 2+ hours at the February TAC meeting to discuss progress on Strategic Plan actions and report progress. Ensure that all state/federal agencies, tribal, and historic/cultural partners are invited.

Priority: High

Responsibility: TM, TAC, REG, CVB, MTRI, MTTA, NPO

Measurable Objectives:

- Conduct a Strategic Plan discussion with stakeholder representatives.

Responsibility to track/report: TAC, Travel Montana

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: Travel Montana

Action 10.4: Streamline the process of reporting marketing plans, projects, and expenditures to the TAC and Travel Montana by Tourism Regions and CVBs.

Reduce procedural steps in the marketing plan and project reporting requirements.

Priority: High

Responsibility: TM, TAC, SG, REG, CVB

Measurable Objectives:

- In the 1st quarter of 2008, review the recommendations for streamlining presented at the June 2007 TAC meeting, and develop recommendations for the TAC.

Responsibility to track/report: TAC, Travel Montana

Action 10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.

Good decisions require insightful information, based on objective and thorough research. Montana tourism policy and decision makers must have current and accurate information on which to base decisions and adjustments to strategy.

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives. Conduct research about Montanans' travel habits, spending and trends, and continue nonresident visitor research to measure changes in travel habits, spending, satisfaction levels, motivations, etc. Additionally, conduct research to measure the economic impacts of specific attractions and events, and of specific visitor segments. Use the ITRR community survey tool to measure event impacts, site/trail visitors, etc.

Priority: High

Responsibility: ITRR, TAC, REG, CVB, MTRI, BIZ

Measurable Objectives:

- Conduct statewide nonresident traveler survey in 2010.
- Identify ways to provide interim information about nonresident traveler trends, particularly of geotourists, between the 5-year traveler survey cycle, and distribute information to industry partners annually.
- Measure the economic impact of at least one specific attraction, event, or visitor segment per region annually.

Responsibility to track/report: ITRR

10.5.b. Purchase research about national/international tourism, recreation, and related trends from sources such as the Tourism Industry Association (TIA), Smith Travel Research, Forrester, Global Insight, etc. Based on current information needs, identify sources of data and obtain market/trend research for Montana.

Priority: High

Responsibility: TM, ITRR, TAC

Measurable Objectives:

- Regularly review results of third party research, and distribute information with implications and recommendations to industry.

Responsibility to track/report: ITRR, Travel Montana

Action Table - TAC				Priority	08	09	10	11	12	Lead	Partners
Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.											
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts										
1.3.a	Host an annual marketing plan meeting to coordinate the marketing planning process	H								TM	TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA
Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.											
2.4	Address policy issues of note through collaborative efforts with all stakeholders	M								TAC	MTRI, TM, WSTPC, SG, TIAM, MEDA
Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.											
6.1	Enhance professional development opportunities/requirements for tourism organizations										
6.1.a	Encourage all MT CVBs to join DMAI or WACVB trade associations, adopt standards	H		MO	MO			MO		CVB	TAC
6.1.d	Provide MT Superhost program with advanced training, customized info, etc.	M		MO	MO	MO				UNIV	TM, TAC, BIZ, MTRI
6.2	Improve systems to augment Montana's seasonal workforce for tourism and recreation										
6.2.d	Adjust MT school calendars to facilitate tourism/recreation seasonal workforce needs	H				MO	MO			TAC	MT Board of Regents/Board of Education
Goal 8: Enhance the "curb appeal" of Montana communities to attract visitors.											
8.1	Increase the capacity of Montana communities to be more competitive in tourism										
8.1.c	Support City/County planning and growth policies to preserve community character	H								MMS	SG, LG, EDO, BIZ, TAC
8.1.d	Continue TIIP and SEGP grant programs for tourism development	H								TM	TAC, LG, UNIV
Goal 9: Increase funding to maintain sustainable tourism and recreation.											
9.1	Seek increases in state funding for targeted tourism marketing/programs/facilities	H		MO						SG	TAC, REG, CVB, BIZ, TIAM, MEDA, NPO
9.2	Foster opportunities to pool public and private marketing dollars	H								REG	CVB, TM, TAC, CC, BIZ
Goal 10: Build an effective "team" to implement the Strategic Plan, and report results.											
10.1	Recognize Travel Montana as 'team captain' to communicate/coordinate regularly with partners	H								TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation	H								TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions										
10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H								TM	ALL
10.3.b	Host annual Strategic Plan discussion at the February TAC meeting	H								TM	TAC, REG, CVB, MTRI, MTTA, NPO
10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H		MO						TM	ALL
10.4	Streamline reporting process of marketing plans/expenditures to TAC/TM by regions & CVBs	H		MO						TM	TAC, SG, REG, CVB
10.5	Obtain strategic research to inform tourism marketing, development, and policy decisions										
10.5.a	Continue to conduct research about resident/nonresident travelers in Montana	H				MO				ITRR	TAC, REG, CVB, MTRI, BIZ
10.5.b	Purchase research about national/international tourism and recreation trends	H								TM	ITRR, TAC

KEY TO PARTNER CODES: BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish, Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council